UDK: 658:[007:004
005.332.3

DIGITAL CULTURE IMPACT THE SMES ORGANIZATION BUSINESS OUTCOMES

Original Scientific Article
doi: 10.5281/zenodo.4601522

Jelena AVAKUMOVIC[1],
Jovanka POPOVIĆ,
Milan BESLAC,
Goran CORIC

[1, 2] Faculty of Management, Serbia,
University Union – Nikola Tesla, Belgrade[3]
High School for BA & Entrepreneurship, Belgrade
[4] Raiffeisen bank

Abstract:

As the values of digital culture of an organization should be actionable, distinctive, and linked to results, the aim of the research was to show that the impact of the digital culture on the organizational success through its outcome can encourage persistent striving for customer-focused, scalable results. To that purpose there was experimental online research provided in 114 SMEs in Serbia in 2019. Methods used are descriptive statistics, ANOVA test and Pearson's correlation. Key results support the hypothesis of the paper that the Digital culture with its values, impact, speed, autonomy and openness influences the output of the organization measured through the impact on its factors, agility, collaboration, customer focus, diversity, execution, innovation, and integrity, fast-growing and financial performance. The authors hope that such a system of interrelated values and digitally enabled practices can be remarkably effective when management of the organization gets it right. The realities of how companies talk about

1 Email: jobajcetic@gmail.com

their culture is consistent with a prominent theory that defines organizational culture as a set of norms and values that are widely shared and strongly held throughout the organizational output, quality, productivity and safety improvement. The contribution of the paper is the research of the core values of the digital culture in direction to capture the values to the distinctive essence of an organization, providing the clearly link to business outcomes.

Keywords: organizational behavior, digital culture, transformation, change management, data & analytics, communication, innovation, SMEs.

JEL: D23, 033

1. INTRODUCTION

Many companies around the world are growing their digital cultures within the technology and business transformation. Launching technology projects is just the starting point. To move from building systems and processes to building capabilities is the main goal, building a culture where innovation is the norm and where employees constantly seek learning making the most of the best new technologies and growth (Westerman, Bonnet & McAfee 2014; Winter 2017; Wojcicki 2014; Dweck 2007).

The right culture for the digital age matches the speed and innovative nature of digital-native companies while avoiding the locker-room culture that can prevail at some of them. It promotes rapid experimentation with products and business models while staying true to valuable capabilities that help the company thrive. Culture is a core executive responsibility. It takes continuous performance management at all levels, the commitment of everyone across the company to live by the culture the organization wants to achieve.

There are number of good examples in the organizational culture improvement, among which is very popular, "The Culture 500". This is an in-

teractive index, used in USA companies. shows' how companies perform across the cultural values that matter most to employees, such as respect, collaboration, and diversity (Guiso, Sapienza & Zingales 2015). Culture Champions are likely to share the strong financial performance compared with companies in their industries, female leadership (Chatman &. O'Reilly 2016; Verbeke, Volgering & Hessels 1998; O'Reilly & Chatman 1996), psychologically safe environments. Company practices often conflict with corporate values. Closing the gap starts with communication. (O'Reilly, Chatman, & Caldwell 1991; O'Reilly, Caldwell & Chatman 2014).

All that is good in a traditional company's culture makes a good base for a digital-ready culture development, as new practices while fine-tuning others, communicating the desired values. A digital-ready culture can be a winning formula for competing with fast-moving digital entrants in any industry in the combination with a traditional company's assets and competencies (Zakic, Popović & Miškić 2019; Radovic-Markovic, Grozdanic, Kvrgic & Markovic 2012; Radovic-Markovic, Jevtic, Grozdanic, Markovic & Vucekovic 2014; Radovic-Markovic, Grozdanic & Jevtic 2014b).

All this activities and trends motivated the authors to research the issues of the digital culture and their impact on the business outcomes of an organization. The paper is structured so that, after the abstract, introduction and literature framework, the key results of the research are presented with discussion and conclusions. The newest sources of literature are used in the research and presented at the end of the paper.

2. LITERATURE REVIEW

A definitions *of the digital culture often include* a set of values and norms that guides human and technology interactions. It's present in the espoused values of management, the unspoken assumptions of employees, new ICT technologies implementation and the commonly accepted behaviours that

have helped an organization succeed in its chosen environment. It assumes the set of cultural elements that are essential to help companies become *agile, innovative, and fast-growing*.

According to the review of the management literature on digital culture, examined published frameworks and stories of digital companies' cultures, and the identification a small set of self-consistent values and practices of digital culture, digital leaders of the organization typically focus on has further key values:

- *Impact:* radically changing the world through constant innovation. Creating impact, assuming that profit will follow,
- *Speed:* helping organizations stay ahead of competitors and keep up with rapidly changing customer desires by moving fast and iterate,
- *Openness*: Share advice and information openly engaging broadly with diverse sources of information rather than keeping knowledge to oneself and striving for *big impact*. The companies encourage people to seek out relevant data and expertise wherever it resides, and
- *Autonomy*: *Autonomy* means not relying on formally structured coordination and policies, but giving the freedom to do what's right for the organization and its customers without waiting for formal approval at every turn. The workers have the latitude to focus on the tasks that they believe matter most to customers.

High-performing digital companies most often define their values as:

- Rapid experimentation,
- Self-organization,
- Data-driven decision-making, and
- Obsession with customers and results.

The emphasis on data and results drives:

- Accountability,
- Encouraging persistent striving for customer-focused, and
- Scalable results.

Many companies around the world are growing their digital cultures. (Helsper & Eynon 2010; Grozdanic Grozdanic, Radovic-Markovic, Papic, Kvrgic & Jevtic 2012; Grozdanic, Radovic-Markovic, Jevtic, & Vukosavljevic 2013; Grozdanic, Radovic-Markovic & Jevtic 2013b; Popovic, Kvrgic, Corić, Avakumovic & Milosević 2020; Dimitrijevic, Vukadinovic & Grozdanic 2017). While changing culture is never easy, the start growing strong cultural roots for a digital transformation of the organization can help some of the following activities:

- Reformation of the vision around radical impact,
- Visible promotion new values and practices,
- Selective approach in choosing where to start, as not every unit of a company needs a digital culture,
- Paying the attention to ICT,
- Provision of the right tools to make data-driven decisions, or to make collaboration with people around the world easy, and
- Transparency about goals and performance, output, quality, and safety to help collaboration in the problems fixing and productivity raise.

3. METHODS AND MATERIALS

3.1. Sampling and data

The aim of the research was to communicate the impact of the digital couture s values on the company's outcomes. The hypothesis is that the digital culture values have the impressive impact on the factors of the organization s success.

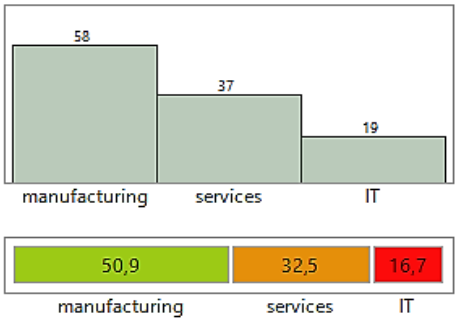
– Based on the theoretical framework (Cameron, Quinn & DeGraff 2006; Bennett, Maton & Kervin 2008; Bawden 2008) as the values of the digital culture of the organization are defined: Impact, Speed, Openness and Autonomy. Digital culture with its factors is independent variable in the research,

– Based on the theoretical framework (Aguinis & Lawal 2013; O'Reilly & Chatman 1996) as the organization's outcome success is defined: Agility, Collaboration, Customer focus, Diversity, Execution, Innovation, Integrity, Fast-growing, Financial performance and Respect. Organization's outcome with its factors is treated in the research as dependent variable.

There were 114 SMEs organizations from Serbia in 2019 included in the experimental online questioner for the purpose of the research in this paper. Using descriptive statistics the sample can be presented as follows:

In Figure 1 are given descriptive statistics for the main industry activity of the companies, and they are: manufacturing– 58 organizations, or 50.87% of total number of the interviewed companies, services - 37 or 32.45% and ICT sector - 19 or 16.66% of the total number 114 SMEs.

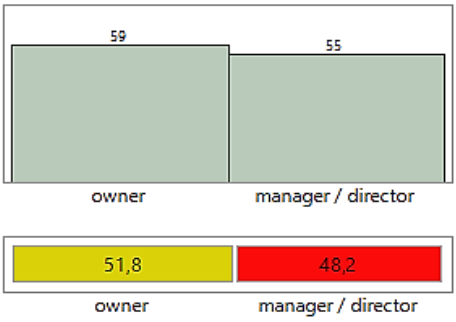
Figure 1. Frequencies and percentage representation of the main activity of the company



According to the legal form, all 114 companies or 100% belong to independent private enterprises. According to the number of employees, all 114 companies, or 100% belong to a group of small and medium enterprises of 10 to 250 employees.

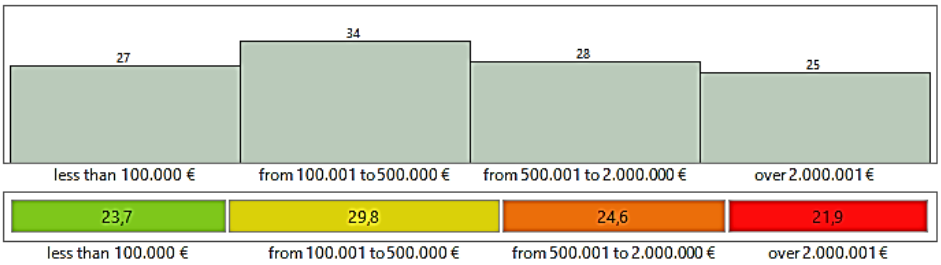
In Figure 2 basic desscriptive survey statistics according to the position of the surveyed companies, owner - 59 or 51.75% and manager / director - 55 or 48.24% of the total number of 114.

Figure 2. Frequencies and percentage representation according to the position of the respondents



Figures 3 provides basic descriptive statistics for the revenues of the surveyed companies in 2019. Less than €100,000 revenues had 27 companies or 23.68%, from €100,001 to €500,000 - 34 or 29.82%, from 500 001 to €2,000,000 - 28 or 24.56% and over 2,000,001€ revenues had 25 companies or 21.93% of the total number of 114.

Figure 3. Frequencies and percentage representation according to the company's revenue in 2019



In Table 4 descriptive statistics according to the source of income in the surveyed companies is presented, so 94 companies or 82.45% earned income on domestic market, 20 or 17.54% of the total sample on foreign market.

Table 1. Descriptivne statistics according the Sources of business income in 2019.

Sources of business income	Count	Prob
Domestic market	**94**	0.82456
Foreign market	**20**	0.17544
Total	**114**	1.00000

3.2. Cross-tabulation

In Table 2 are given cross-state values for the Main activity of the company and the Company's revenue in 2019. It can be concluded that there are the most the manufacturing companies with the company's revenue in 2019 from €100,001 to €500,000. At least are companies with the Main IT activities of the company with the company's revenue in 2019 over €2,000,001.

Table 2. Cross-tabulated values for the Main Activity of the Company and the Company's revenue in 2019.

The main activity/ The company's revenue in 2019	Manufacturing			Services			IT			All		
	N	Column %	Row %	N	Column %	Row %	N	Column %	Row %	N	Column %	Row %
Less than 100.000€	**7**	12.07	25.93	**10**	27.03	37.04	**10**	52.63	37.04	**27**	23.68	100.00
From 100.001 to 500.000€	**23**	39.66	67.65	**9**	24.32	26.47	**2**	10.53	5.88	**34**	29.82	100.00
From 500.001 to 2.000.000€	**13**	22.41	46.43	**9**	24.32	32.14	**6**	31.58	21.43	**28**	24.56	100.00
Over 2.000.001€	**15**	25.86	60.00	**9**	24.32	36.00	**1**	5.26	4.00	**25**	21.93	100.00
All	**58**	100.00	50.88	**37**	100.00	32.46	**19**	100.00	16.67	**114**	100.00	100.00

In Table 3 are given cross-state values for the Main activity of the company and Sources of business income. It can be concluded that the Main activity of the company are most of those working in manufacturing 50 of them, with domestic market as the Sources of business income. At least are those companies with the Main IT activity and foreign market as the Sources of business income.

Table 3. Cross-tabulated values for the Main activity / Sources of business income of the compan*y*

The main activity / Sources of business income	Manufacturing			Services			IT			All		
	N	Column %	Row %	N	Column %	Row %	N	Column %	Row %	N	Column %	Row %
Domestic market	**50**	86.21	53.19	**27**	72.97	28.72	**17**	89.47	18.09	**94**	82.46	100.00
Foreign market	**8**	13.79	40.00	**10**	27.03	50.00	**2**	10.53	10.00	**20**	17.54	100.00
All	**58**	100.00	50.88	**37**	100.00	32.46	**19**	100.00	16.67	**114**	100.00	100.00

In Table 4. the values of the descriptive statistics for Digital culture (DC) are presented.

Table 4. Descriptive statistics for Digital culture (DC)

	Factors of DC	Mean	Std Dev	Std Err Mean	Upper 95% Mean	Lower 95% Mean	N
1	**Impact**	3.701754	1.021277	0.095651	3.891257	3.512252	114
2	**Speed**	4.780702	0.528125	0.049464	4.878698	4.682706	114
3	**Openness**	3.877193	1.090103	0.102098	4.079467	3.674919	114
4	**Autonomy**	3.842105	1.156581	0.108324	4.056714	3.627496	114
	All variable DC	3.8833333	0.8796537	0.0823871	4.0465571	3.7201096	114

In Table 5 the values of the descriptive statistics for the Organization's output (OO) are presented.

Table 5. Descriptive statistics for the Organization's output (OO)

		Mean	Std Dev	Std Err Mean	Upper 95% Mean	Lower 95% Mean	N
1	**Agility**	3.877193	1.1299648	0.1058309	4.0868631	3.6675229	114
2	**Collaboration**	3.9035088	1.0968119	0.1027258	4.1070272	3.6999903	114
3	**Customer focus**	3.6666667	1.2168919	0.1139724	3.8924665	3.4408668	114
4	**Diversity**	3.9035088	0.9020066	0.0844807	4.0708802	3.7361374	114
5	**Execution**	4.0087719	0.9821019	0.0919823	4.1910054	3.8265385	114
6	**Innovation**	3.9649123	0.9860067	0.092348	4.1478703	3.7819543	114
7	**Integrity**	3.8070175	0.8609235	0.0806329	3.9667658	3.6472693	114
8	**fast-growing**	3.8421053	1.1565814	0.1083238	4.0567142	3.6274963	114
9	**Financial Performance**	3.877193	1.1299648	0.1058309	4.0868631	3.6675229	114
10	**Respect**	3.9824561	0.986479	0.0923922	4.1655018	3.7994105	114
	All variable OO	4.0504386	0.8148102	0.076314	4.2016303	3.8992469	**114**

3.3. Correlation and regression analysis

Pearson's correlation values are given in Table 6.

Table 6. Pearson's Correlation

	Digital culture (DC)	Organization's output (OO)
Digital culture (DC)	1.0000	0.9108
Organization's output (OO)	0.9108	1.0000

Correlation coefficient - the link between the Digital Culture (DC) as independent variable and Organization's Output (OO) as dependent is 0.9108 and it is strong. Determination coefficient – exactly how it can be predicted that the Organization's output (OO) relative to Digital Culture (DC) is 82.95%.

The statistician's score is given in Table 7 and it is [F(1,112)=545.3312, p<0,0001].

Table 7. ANOVA for Digital Culture (DC) variable

Source	DF	Sum of Squares	Mean Square	F Ratio
Model	1	72.540071	72.5401	545.3312
Error	112	14.898263	0.1330	**Prob > F**
C. Total	113	87.438333		<0.0001*

In Table 8 is determined the size of the contribution of the factors of the independent variable to the factors of dependent variable.

Table 8. Contribution Coefficients

Term	Estimate	Std Error	t Ratio	Prob>|t|	Std Beta	VIF
Intercept	-0.099529	0.173942	-0.57	0.5683	0	.
Organization's output (OO)	0.9833164	0.042108	23.35	<0.0001*	0.910832	1

Based on data from Table 8 a regression equation can be formed, which reads:

y_1=-0.099529+0.9833164·x_2

or

Digital culture (DC)=-0.099529+0.9833164·Organization's Output (OO)

For the variable Organization's Output (OO). In Table 9 a basic evaluation of the model was performed. The determination coefficient is 0.829614, which means that with 82.96% variability, the dependent variable of Organization's Output (OO) can be explained by the independent, Digital culture (DC) variable. The connection between the variables is strong.

Table 9. Evaluating models for variables Organization's Output (OO)

RSquare	0.829614
RSquare Adj	0.828093
Root Mean Square Error	0.337834
Mean of Response	4.050439
Observations (or Sum Wgts)	114

The statistician rating was given in Table 10 and it is [F(1,112)= 545.3312, p<0,0001].

Table 10. ANOVA for variable Organization's Output (OO)

Source	DF	Sum of Squares	Mean Square	F Ratio
Model	1	62.239702	62.2397	545.3312
Error	112	12.782776	0.1141	**Prob > F**
C. Total	113	75.022478		<0.0001*

3.4. Key results

Table 11 specifies the size of the contribution of an independent variable Digital culture (DC) to the dependent variable Organization's Output (OO). Based on this data, the hypothesis ***H: Digital Culture Level (DC) can be verified, significantly affecting the level of Organization's Output (OO).***

Table 11. Contribution Coefficients

Term	Estimate	Std Error	t Ratio	Prob>|t|	Std Beta	VIF
Intercept	0.7741097	0.143824	5.38	<0.0001*	0	.
Digital culture (DC)	0.8436898	0.036129	23.35	<0.0001*	0.910832	1

Based on data from the previous table, a regression equation can be formed that reads:

$y_2=0.7741097+0.8436898 \cdot x_1$

or

Organization's Output =0.7741097+0.8436898·Digital culture (DC)

4. DISCUSSION AND CONCLUSIONS

The aim of the research was to show that the impact of the digital culture on the success of the organization thorough its outcome can be accountable, encouraging persistent striving for customer-focused, scalable results. The hypothesis is confirmed by the key results of the research in the paper.

The authors hope that such an system of interrelated values and digitally enabled practices can be remarkably effective when management gets it right. The realities of how companies talk about their culture is consistent with a prominent theory that defines organizational culture as a set of norms and values that are widely shared and strongly held throughout the organizational output, quality, productivity and safety improvement (Deal & Kennedy 1992; Goffee & Jones 1996; Groysberg, Price, and Jo-Jud Cheng 2018).

A company's core values should capture its unique identity, the enduring essence of the company that distinguishes it from competitors (Whetten 2006). When employees identify with a distinctive culture, they are more likely to incorporate core values in their daily activities and pursue their organization's goals (Dutton, Dukerich & Harquail 1994; Riketta & Van Dick 2005). A distinctive corporate culture can also differentiate an organization from competitors and provide a source of sustainable competitive advantage (Barney 1986). In fact, this research on the 114 companies shows that striving for integrity and stability in a company's culture does not hurt self-reported measures of innovation, profitability, and customer satisfaction.

Become a digital-ready organization without sacrificing important values and the practices that set digital companies apart is in a center of the activities of many traditional SMEs. The speed with which digital companies create and test innovations is the greatest advantage.

It is also important to preserve practices that promote integrity and stability, as it is the value of the organizational output. The customers, employees,

regulators, and shareholders would respect these qualities and the practices that support them.

Wherever possible, strict rules and controls must give way to broader guidelines and transparent monitoring. This transparency encourages higher performance and improves collaboration (Kvrgic, Popovic & Coric 2020; 2018; 2012; Jevtic, Dedjanski, Beslac, Grozdanic & Damnjanovic 2012; Jevtic, Dedjanski, Beslac & Grozdanic 2012b; Jevtic & Grozdanic 2014; Jevtic, Zakic, Popovic, Coric & Kvrgic. 2020).

This research opened some future topics to be explored too. First, it is another unforeseen opportunity emerged from the many process improvements identified by employees. About that speak the opportunities brought by the usage of the chat bots and the country's biometric identity system, along with product simplification and some partnering, creations of a digital bank for instance, that requires virtually no intervention from employees. At near-zero marginal cost, for example the digital bank's processes make it possible to serve hundreds of millions inhabitants who could not be served profitably by traditional banking processes, etc.

References

Aguinis, H, and S. O. Lawal. 2013. "eLancing: a review and research agenda for bridging the science-practice gap." *Human Resource Management Review* 23(1): 6–17. https://doi.org/10.1016/j.hrmr.2012.06.003

Barney, J. B. 1986. Organizational Culture: Can It Be a Source of Sustained Competitive Advantage? *The Academy of Management Revie*w 11(3): 656-665. https://doi.org/10.5465/amr.1986.4306261

Bawden, D. 2008. "Origins and concepts of digital literacy." In *Digital Literacies: Concepts, Policies and Practices*, edited by C. Lankshear & M. Knobel, , 17-32. New York, NY: Peter Lang. , Bennett, S, Maton, K. and L. Kervin.2008. "The digital natives debate: a critical review of the evidence." *British Journal of Educational Technology* 39 (5): 775-778. https://doi.org/10.1111/j.1467-8535.2007.00793.x

Cameron, K. S, Quinn, R. E, and J. DeGraff. 2006. *Competing Values Leadership: Creating Value in Organizations*. Northampton: Edward Elgar Publishing.

Chatman, J. A, and , C. A. O'Reilly 2016. Paradigm Lost: Reinvigorating the Study of Organizational Culture, *Research in Organizational Behavior* 36: 199-224. https://doi.org/10.1016/j.riob.2016.11.004

Deal T. E, and A. A. Kennedy. 1992. Corporate Cultures: The Rites and Rituals of Corporate Life, (New York: Penguin.

Dimitrijevic, V, Vukadinovic, P, and R. Grozdanic. 2017. "Legal and Financial Framework for Micro Entrepreneurship Development." Bologna, Italy: Filodiritto Publisher.Dutton, J. E., Dukerich, J. M, and C. V. Harquail. 1994. "Organizational Images and Member Identification." *Administrative Science Quarterly* 39 (2): 239-263. https://doi.org/10.2307/2393235

Goffee R, and G. Jones. 1996. "What Holds the Modern Company Together?." *Harvard Business Review* 74(6).

Grozdanic, R, Radovic-Markovic, M, Papic, Z, Kvrgic, G, and B. Jevtic. 2012. "Investment in the innovation of SMEs - evidence from Balkan countries." *Metalurgia International* 10: 176-179. Grozdanic, R, Radovic Markovic, M, Jevtic, B, and Vukosavljevic. 2013. "Innovation and Entrepreneurship, Western Balkan Case, University International Monographe." *Erenet Profile,* VIII (3): 9-29, Tîrgu – Mureş, Romania.

Grozdanic, R, Radovic-Markovic, R, and B. Jevtic, 2013b. "New Technologies, Green Growth and Jobs in Rural Entrepreneurship: opportunities for entrepreneurs." In edited by, 92-112. Belgrade: Faculty of Business Economics and Etrepreneurship

Groysberg, J, Price, L. J, and J. Yo-Jud Cheng.2018. "The Culture Factor." *Harvard Business Review* 96(1).

Guiso, L, Sapienza, P, and L. Zingales.2015. "The Value of Corporate Culture.", *Journal of Financial Economics* 117(1): 60-76. https://doi.org/10.1016/j.jfineco.2014.05.010

Helsper, E. J, and R. Eynon. 2010. "Digital natives: where is the evidence?." *British Educational Research Journal* 36 (3): 503-520. https://doi.org/10.1080/01411920902989227

Jevtic, B, Zakic, N, Popovic, J, Coric, G, and G. Kvrgic. 2020. "Digital Challenges for SMES Organisations in Human Capital Investments and Change." In *Economic and Social Development: 62nd International Scientific Conference on Economic and Social Development - Lisbon, 19-20 November, Book of Proceedings,* edited by Ana Lorga da Silva, Tomislav Rados, and Olga V. Kaurova, 20-29. Available at: https://www.esd-conference.com/upload/book_of_proceedings/Book_of_Proceedings_esdLisbon2020_Online.pdf Jevtic, B, and R. Grozdanic. 2014. "Strategic Importance of Open Innovation for SMES, in Monograph: Economic growth and sustainable development challenges: Serbia and western Balkan countries." , 88-106. Belgrade: Faculty of BA and Entrepreneurship.

Jevtic, B, Dedjanski, S, Beslac, M, Grozdanic, R, and A. Damnjanovic. 2012. „SME Technology Capacity Building for Competitiveness and Export - Evidence From Balkan Countries." *Metalurgia International* XVIII(4):.162-170. https://doi.org/10.18356/6b6d907e-en

Jevtic, B., Dedjanski, S., Beslac, M., and R. Grozdanic. 2012b. „The Impact of Skilled Workers in Implementing ICT on Firm Performance.", *Metalurgia International* XVIII (4): 152-111. Kvrgic, G, Popovic, J, and G. Coric. 2020. "The Impact of the Risk Management on the Resiliency, Adaptability & Sustainability in a Criss." In. In *Economic and Social Development: 62nd International Scientific Conference on Economic and Social Development - Lisbon, 19-20 November, Book of Proceedings,* edited by Ana Lorga da Silva, Tomislav Rados, and Olga V. Kaurova, 358-366. Available at: https://www.esd-conference.com/upload/book_of_proceedings/Book_of_Proceedings_esdLisbon2020_Online.pdf Kvrgic, G. 2018. »The significance of territorial capital for rural development in the knowledge economy.« *Megatrend revija* https://doi.org/10.5937/megrev1803055k

O'Reilly, C. A, Caldwell, D. F. Chatman, J. A. 2014."The Promise and Problems of Organizational Culture: CEO Personality, Culture, and Firm Performance." *Group and Organization Management* 39(6): 595-625. https://doi.org/10.1177/1059601114550713

O'Reilly, C. A, and J. A. Chatman. 1996. "Culture as Social Control: Corporations, Cults, and Commitment." *Research in Organizational Behavior* 18 (166) JAI Press.

O'Reilly, C. A, & Chatman, J, and D. F. Caldwell1991. "People and Organizational Culture: A Profile Comparison Approach to Assessing Person-Organization Fit." *Academy of Management Journal* 34(3): 487-516. https://doi.org/10.2307/256404

Popovic, J, Kvrgic, G, Corić, G, Avakumovic, J, and D. Milosević, 2020. "Uncertainity in SMES assessment of coronavirus pandemic risk impacton agri-food sector in Western Balkans." *Economics of Agriculture* 67(2): 445-460. https://doi.org/10.5937/ekoPolj2002445P,

Radovic-Markovic, M, Jevtic, B, Grozdanic, R, Markovic, D, and D. Vucekovic. 2014. "Institutional support to new technologies, innovation and entrepreneurship." In *Innovative behavior, entrepreneurship and sustainable development : [June 28-29, Sofia, Bulgaria]*., edited by Krum Krumov , 230-249. Sofia: Bulgarian Academy of Sciences and Art. Radovic Markovic M, Grozdanic, R, and B. Jevtic. 2014b. *Razvoj privatnog sektora u zemljama zapadnog Balkana u poredjenju sa EU*. library.ien.bg.ac.rs, Radovic-Markovic, M, Grozdanic, R, Kvrgic, G, and D. Markovic. 2012. "New educational strategies versus the traditional methods." *International review* 1 (1-2): 23-32.

Riketta, M, and R. Van Dick. 2005. "Foci of Attachment in Organizations: A Meta-analytic Comparison of the Strength and Correlates of Workgroup versus Organizational Identification and Commitment." *Journal of Vocational Behavior* 67(3): 490–510. https://doi.org/10.1016/j.jvb.2004.06.001

Verbeke, W, Volgering, M, and M. Hessels. 1998. „Exploring the Conceptual Expansion within the Field of Organizational Behavior: Organizational Climate and Organizational Culture." *Journal of Management Studies* 35(3): 303-329. https://doi.org/10.1111/1467-6486.00095

Whetten, D. A. 2006. "Albert and Whetten Revisited: Strengthening the Concept of Organizational Identity."*Journal of Management Inquiry* 15(3): 219-234. https://doi.org/10.1177/1056492606291200

Westerman, G, Bonnet, D, and A. McAfee. 2014. *Leading Digital: Turning Technology Into Digital Transformation*. Boston: Harvard Business Review Press.

Winter, S. 2017. "Two Years In, Our Parental Leave Policy Is Working for Parents." available at: http://blog.aboutamazon.com.

Wojcicki, S. 2014. "Paid Maternity Leave Is Good for Business." *The Wall Street Journal*

Dweck, S. 2007. *Mindset: The New Psychology of Success*.. New York: Ballantine.

Zakić, N, Popović, J, and M. Miškić. 2019. "The Linkages between Investments in Innovation and Business Performance in Serbia." *Managemen*t, Available at: http://management. fon.bg.ac.rs/index.php/

UTICAJ DIGITALNE KULTURE NA REZULTATE POSLOVANJA ORGANIZACIJA MSP

***Sa*žetak:**

Kako vrednosti digitalne kulture organizacije treba da budu merljive i povezane sa rezultatima, cilj ovog istraživanja je bio da se uputi na mogući uticaj digitalne kulture na uspeh preduzeća kao organizacije podsticanjem na bolju komunikacijua sa klijentima. U tom cilju je sprovedeno 2019 godine empirijsko online istraživanje na uzorku od 114 preduzeća u Srbiji. Metode deskriptivne statistike, ANOVA test i Pirsonova korelacije su korištene u radu. Ključni rezultati podržavaju hipotezu rada da digitalna kultura kroz vrednosti: uticaja, brzinw, autonomijw i otvorenosti utiče na rezultate u poslovanju orgnaizacije koji se mere uticajem na njene faktore, agilnost, saradnju, orijentaciju na klijenate, raznolikost, izvršenje, inovacije, integritet, brzi rast i finansijske performanse. Autori se nadaju da takav sistem međusobno povezanih vrednosti i digitalno omogućenih praksi može biti izuzetno efikasan kada je menadžment organizacije efikasna u komunikaciji digitalne kulture i rezultata poslovanja. Izjave preduezća o vrednostima digitalne kulture treba da su teo-

rijski uokvirene i usklađene kao skup normi koje se široko dele i snažno održavaju kroz proizvodnju, kvalitet, produktivnost i unapređenje bezbednosti. Doprinos rada jeste u kvalitativnom uticaju istraživanja osnovnih vrednosti digitalne kulture u pravcu njihove suštine sa raznim faktorima poslovanja preduzeća, pružajući jasnu vezu sa poslovnim ishodima.

Ključne reči: organizaciono ponašanje, digitalna kultura, transformacija, upravljanje promenama, podaci i analitika, komunikacija, inovacije, msp.

Submitted: 18. VI 2020.
Reviewed: 24. VIII 2020.
Accepted: 3. IX 2020.